

## **The Effect of Leadership Style, Work Motivation, and Organizational Culture on Performance with Job Satisfaction as an Intervening Variable at Puskesmas Binjai City**

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### **Abstract**

This research was conducted at Binjai Kota Community Health Center. The purpose of this study is to see how employee performance encourages the company to achieve its targets, and to see what influences the level of employee performance. Data collection methods were carried out through a questionnaire using a Likert scale. The sample taken was 68 people. Data were processed using SmartPLS 3.0, analyzed with multiple regressions. The results of this study state that Leadership Style has a positive and significant effect on Job Satisfaction at Binjai Kota Community Health Center with significance of 0,000 ( $<0,5$ ) with a T-statistic of 3,560 ( $>1,96$ ). The Original Sample Value is positive, namely 0,329. Work Motivation has a positive and significant effect on Job Satisfaction at Binjai Kota Community Health Center with significance of 0,000 ( $<0,5$ ) with a T-statistic of 4,336 ( $>1,96$ ). The Original Sample Value is positive, namely 0,369. Organizational Culture has a positive and significant effect on Job Satisfaction at Binjai Kota Community Health Center with significance of 0,002 ( $<0,5$ ) with a T-statistic of 3,125 ( $>1,96$ ). The Original Sample Value is positive, namely 0,326. Leadership Style has a positive and significant effect on Performance at Binjai Kota Community Health Center with significance of 0,018 ( $<0,5$ ) with a T-statistic of 2,383 ( $>1,96$ ). The Original Sample Value is positive, namely 0,232. Work Motivation has a positive and significant effect on Performance at Binjai Kota Community Health Center with significance of 0,035 ( $<0,5$ ) with a T-statistic of 2,112 ( $>1,96$ ). The Original Sample Value is positive, namely 0,212. Organizational Culture has a positive and significant effect on Performance at Binjai Kota Community Health Center with significance of 0,024 ( $<0,5$ ) with a T-statistic of 2,261 ( $>1,96$ ). The Original Sample Value is positive, namely 0,216. Job Satisfaction has a positive and significant effect on Performance at Binjai Kota Community Health Center with significance of 0,002 ( $<0,5$ ) with a T-statistic of 3,078 ( $>1,96$ ). The Original Sample Value is positive, namely 0,355. Job Satisfaction can mediate the influence of Leadership Style on Performance at Binjai Kota Community Health Center with significance of 0,013 ( $<0,5$ ) with a T-statistic of 2,489 ( $>1,96$ ). The Original Sample Value is positive, namely 0,117. Job Satisfaction can mediate the influence of Work Motivation on Performance at Binjai Kota Community Health Center with significance of 0,015 ( $<0,5$ ) with a T-statistic of 2,439 ( $>1,96$ ). The Original Sample Value is positive, namely 0,131. Job Satisfaction can mediate the influence of Organizational Culture on Performance at Binjai Kota Community Health Center with significance of 0,037 ( $<0,5$ ) with a T-statistic of 2,088 ( $>1,96$ ). The Original Sample Value is positive, namely 0,116. It is known that the R Square value for each construct is Job Satisfaction at 0,772 with an Adjusted R Square of 0,761, which means 76,1%. Thus, Leadership Style, Work Motivation, and Organizational Culture contribute to

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explaining Job Satisfaction. Based on the results for Performance, there is an R Square of 0,802 with an Adjusted R Square of 0,789, which means 78,9%. Thus, Leadership Style, Work Motivation, and Organizational Culture contribute to explaining Performance.

**Keywords:** *Leadership Style, Work Motivation, Organizational Culture, Performance, Job Satisfaction*

## **1. Introduction**

The Community Health Center (Puskesmas) is at the forefront of basic healthcare efforts. Community Health Center, or the Technical Implementation Unit for Health Services at the District/City level, is a healthcare facility that provides community health and primary individual health services, with a focus on promotive and preventive efforts to achieve the best possible public health status in its working area (Ministry of Health Regulation). Binjai Kota Community Health Center is one of the primary healthcare facilities located in the city of Binjai. Binjai Kota Community Health Center provides outpatient services and is overseen by one person, the head of the Community Health Center. Healthcare worker performance is a critical issue to be examined to maintain and improve healthcare development (Ahmed et al., 2023). The study of performance provides clarity on the factors influencing employee performance. Based on the literature review on organizational and employee performance (Saniuk et al., 2023), it is known that there are three groups of variables that affect performance: individual, psychological, and organizational variables (Erpidawati, 2018).

Human resources need to be considered to achieve organizational goals (Wiyono et al., 2023). Effective human resource management is when an organization can enhance employee work quality to achieve the best performance (Riyanti, 2019). From a Human Resource Management perspective, employees working in an organization (public or private) are a competitive resource and a vital element crucial for success in competition and goal achievement (Shah et al., 2023). As a result, human resource management becomes a key aspect of strategic organizational management practices if they want to compete in an increasingly competitive market (Marsam, 2020). The performance of Community Health Center employees is the ability of these employees to perform specific tasks within the organization, with the expectation that they can fulfill their responsibilities to achieve the Community Health Center's goals. Therefore, Community Health Center staff are required to complete their tasks effectively to maintain public satisfaction. When dealing with visiting patients, employees must be skilled and capable of providing services in accordance with established standards and reaching all layers of the community.

Employee performance, in general, is the manifestation of work performed by employees, typically used as a basis for employee assessments within an organization (Ekowati et al., 2023). Good performance is a step towards achieving organizational goals. Therefore, performance is also a determining factor in achieving organizational goals, and efforts should be made to improve employee performance. Based on the available data, there are 68 employees at Binjai Kota Community Health Center, and according to the annual report of Binjai Kota Community Health Center, the number of outpatient visits in 2021 was 21,418, in 2022 it was 20,477, and in January 2023, it was 1,092 outpatient visits (Binjai Kota Community Health Center Health Profile, 2023). Based on a survey conducted at Binjai Kota Community Health Center, there has been a decrease in performance, which has led to a decline in the quality of work by employees. This decline in performance can have significant consequences for organizational achievements, healthcare facility revenues, and the trust of the community seeking treatment due to inadequate service.

According to performance data in the form of employee work targets, there are 68 employees, and it is known that some employees have seen an increase in performance, some have experienced a

decrease, and some have remained consistent. The breakdown of employee work targets at Binjai Kota Community Health Center is as follows: There are 3 employees in the registration department (document collection and filing), 3 employees in PCare and referrals, 2 employees in general administration (certificates, general), and 2 employees in medical record reporting. Although each employee has been assigned specific tasks in their respective departments, the overall performance of Binjai Kota Community Health Center employees is considered not very effective. This is due to some employees having dual roles, which can lead to challenges when dealing with a high number of patient visits and the need for immediate service to avoid negative impacts on healthcare service processes at Binjai Kota Community Health Center. One factor suspected to influence the decline in employee performance is leadership. Leadership is the ability to influence a group of people to achieve goals (Shah et al., 2023). The leadership style in Binjai Kota Community Health Center appears to be ineffective, as leaders seem disconnected from the organizational situation. The head of Community Health Center is rarely present, which hinders their ability to control subordinates, resulting in occasional disorder within the organization due to the lack of specific guidance from leaders to employees.

The head of Community Health Center never rewards employees with improved performance, provides guidance to those with declining performance, offers praise, promotes career growth, or provides bonuses. Additionally, the tasks and responsibilities assigned are sometimes not in line with employees' abilities and education. This situation indicates a lack of leadership's ability to motivate employees. It has been found that the established organizational culture is not being properly implemented. Reports submitted by employees do not adhere to procedures, and the decline in employee performance can also be observed in delayed report submissions and unsatisfactory performance evaluations. Employee performance is still suboptimal, as evidenced by employees not being present during working hours for reasons such as having breakfast outside the Community Health Center, leaving work early, arriving late, not showing up for work, not meeting set targets, and employees with academic qualifications not matching their current job roles. Therefore, it appears that the implementation of effective service to the community is not adequately supported.

Leadership style is a behavioral norm used by individuals when attempting to influence the behavior of others as desired. In organizational culture, a leadership style is essential for creating a conducive work environment and improving employee performance to achieve high productivity. Employee performance is the ability of employees to carry out their responsibilities. Research by Agustin (2020) suggests that leadership style has a positive and significant impact on employee performance. However, research by Dwi Haryanto (2017) suggests that leadership style does not have a positive and significant impact on employee performance. The essence of management is leadership, which is the key to organizational success. A leader is needed to educate, guide, and direct subordinates in achieving the vision and mission of Community Health Center to provide effective healthcare services. Therefore, especially in the interaction between employees and their work, leaders must always strive to understand what employees need. Furthermore, leadership is a crucial component in the operation of an organization, as the achievement of organizational goals is not possible without effective leadership, which serves as a driving force in all activities.

Another factor influencing employee performance is motivation. According to Wibowo (2016), work motivation is a set of energetic forces that arise both internally and externally from employees, starting from efforts related to work and considering direction, intensity, and persistence. Strong motivation fosters a positive attitude in employees when performing their tasks more optimally, resulting in achieving the company's goals. However, if an employee's work motivation is weak, the company's goals will not be optimally achieved. Research by Indra et al. (2019) suggests that motivation has a positive but not significant impact on employee performance. In contrast, according to Ardika (2019), motivation has a positive and significant impact on employee performance. Another factor affecting employee performance is organizational culture, which is one of the supporting factors for providing good service to the community. By implementing good culture and rules that are

followed by all members of the organization, service provided to the community will also be excellent (Fahlevi et al., 2023). Moreover, when employees understand the organizational culture, they will be enthusiastic and motivated to perform their duties and functions, especially in providing services (Munanzar, 2019). Research by Linna (2017) suggests that organizational culture has a significant impact on employee performance at the Cooperative and Microenterprise Office in Surabaya. However, research by Ardika (2019) suggests that organizational culture does not affect employee performance.

Furthermore, another factor that affects the inability to achieve maximum organizational performance is job satisfaction (Watto et al., 2023). Job satisfaction is one of the factors that motivates individuals to work. When an employee is satisfied with their job, they are more likely to enjoy their work. However, the job satisfaction of employees at Binjai Kota Community Health Center has not been fully met. This can be attributed to the leadership style within the organization and the working conditions for employees. Job satisfaction is defined as a positive attitude based on the evaluation of what is expected to be obtained through the efforts made in performing a job (Fahlevi et al., 2023), including the rewards received (Suparyadi, 2015).

Based on research by Tomy et al. (2018), job satisfaction has a positive and significant impact on employee performance, but job satisfaction cannot mediate the relationship between leadership style and employee performance. According to research by Randi et al. (2019), work motivation has a positive impact. This study concludes that job satisfaction can mediate the relationship between work motivation and work productivity. According to Garaika's research (2020), job satisfaction can mediate the relationship between work motivation and performance. Meanwhile, according to Hasannah's research (2022), the influence of organizational culture on employee performance mediated by job satisfaction has a significant impact.

## **2. Literature Review**

### **Employee Performance**

According to Sitinjak (2021), employee performance is the ability to meet job requirements, where work targets can be achieved within the specified time frame without exceeding the set boundaries, aligning with the moral and ethical values of the organization. Silalahi (2021) defines performance as the execution and results of work achieved by individuals tailored to specific positions or tasks within an organization, linked to certain standard values or company metrics that can be assessed using indicators. Qustolani, Asep (2017) describes performance as the level of achievement of results in carrying out specific tasks. Performance is the outcome of work that can be attained by an individual or a group of people within an organization according to their respective authority and responsibilities, in an effort to achieve the organization's goals. Afandi (2018) suggests that performance refers to the results of work that can be achieved by an individual or group of people in a company in accordance with their authority and responsibilities, aiming to achieve the organization's goals legally, without violating the law, and in line with moral and ethical standards.

According to Tomy, et al (2018), performance is a system used to assess and determine whether an employee has executed their job in its entirety. It is a combination of the work's results (what an individual is expected to achieve) and the competence of how an individual achieves it. Performance can also be interpreted as an outcome achieved by an employee in their work based on specific criteria applicable to a job. Therefore, based on the various definitions of performance mentioned above, it can be understood that performance refers to the work achievement or outcomes, encompassing both quality and quantity, that are attained by human resources within a specified time frame while carrying out their job responsibilities and tasks.

## **Leadership**

According to Huges Ginnett, and Curphy (as cited in Sutarto Wijono, 2018:2), leadership is a complex phenomenon that involves three elements: the leader, the followers, and the situation. Ricky and Ronald (as cited in Sutarto Wijono, 2018:3) state that leadership is the process of motivating others or followers to work towards achieving predetermined goals. William and Joseph (as cited in Sutarto Wijono, 2018:3) define leadership as an effort to realize organizational goals by aligning the needs of its followers to continually grow and develop in line with the organization's objectives. Leadership can be understood as the act of influencing others or the art of influencing human behavior, both individually and in groups. Leadership, as an attribute, focuses on the characteristics that a leader must possess. Thus, a leader can be defined as someone with the ability to influence others, resulting in desired behaviors without the need for external force, and the people being led accept them as a suitable leader. Based on these definitions, leadership can be summarized as an effort to guide others and mutually influence the leader and their followers to achieve specific goals. However, it's important to note that not everyone who influences others towards a goal is necessarily considered a leader.

According to Riinawati (2019: 171), finding a leader who can manage effectively is not an easy task. The foundation and influence of leadership style on the success of a business are significant. Employees will be highly productive if they receive high motivation from their leaders. Therefore, it is not just about giving orders; maintaining a relationship with employees is also crucial in creating a comfortable working environment. Based on the understanding of leadership styles, it can be concluded that this factor plays an essential role in a company. The influence of leadership style on employee performance should not be underestimated because it can determine the long-term success of a company. The more accurately leadership styles are matched with the environment and employees, the better the performance that can be achieved. The success indicators of a leadership style can be seen in how the company's success aligns with the well-being of its employees, both in material and moral terms

## **Work Motivation**

Motivation comes from the Latin word "movere," which means drive or move. Motivation is a condition that drives or causes someone to perform an action or activity consciously. Motivation is an activity that causes and sustains human behavior (Fachreza, 2018). According to Wibowo (2018), motivation is the driving force behind a series of human behavior processes in achieving goals. The elements contained in motivation include arousing, directing, maintaining, showing intensity, being continuous, and having goals. According to Sunyoto (2018), motivation discusses how to boost a person's work spirit, so they are willing to work by providing their abilities and skills optimally to achieve organizational goals. Motivation is important because it is expected that every employee will work hard and enthusiastically to achieve high work productivity. A person's behavior is influenced and stimulated by desires, needs fulfillment, goals, and satisfaction. Stimulation arises from within and from outside. This stimulation will create an impulse in an individual to perform activities.

According to Andika (2019), motivation is one of the factors influencing human behavior. Motivation is also referred to as a driver, desire, supporter, or need that can make someone enthusiastic and motivated to reduce and fulfill their own impulses, thus acting and behaving in certain ways that will lead to optimal outcomes. Motivation has a significant impact on employee performance. Generally, employees will have high work productivity if the company supports the execution of their tasks. Motivation is a driving force within a person that causes them to act or work toward a particular goal. It can also be seen as a plan or desire to achieve success. Employees have their own goals that need to be fulfilled, so it is essential to integrate the organization's goals with those of the employees.

In this way, to integrate the goals of the organization with those of the employees, it is necessary to first understand the needs of both parties. For an employee, once all their needs are met, they will have good performance within the organization. This indicates that improving performance is a positive outcome of motivation to fulfill needs and achieve employees' goals within the organization (Hardiansyah, 2019)

Based on the various opinions mentioned above, motivation can be summarized as one of the factors that influence human behavior. Motivation is referred to as a driving force, desire, supporter, or needs that can make a person enthusiastic and motivated to reduce and fulfill their own impulses, thus acting and behaving in certain ways that will lead to optimal outcomes. Motivation has a significant impact on employee performance because employees generally have high work productivity if the company supports the execution of their tasks. A good work environment can affect employee performance. To support employee performance, companies can, for example, provide bonuses to employees to motivate them to work with high enthusiasm.

### **Organizational Culture**

Organizational culture, also known as workplace culture, is a set of organizational values that must be adhered to. By implementing these values, they gradually become habits. These positive habits operationally guide an employee to consistently work correctly and effectively, ultimately resulting in improved performance. In a research study, it is explained that work values (organizational culture) guide behavior in every activity process (Slater, et al., 2019). According to Hari (2019:4), organizational culture is the value that serve as the foundation for human resources in carrying out their duties and behavior within the organization. According to Saiful (2018:34), organizational culture is the fundamental philosophy of the organization that includes beliefs, norms, and shared values that characterize how things are done within the organization. According to Ernawan (2018:74), organizational culture is the style and way of life of an organization, reflecting the values or beliefs that the entire organization has adhered to for a long time.

Organizational Culture is a characteristic highly regarded in an organization or in everyday community life, and this is inseparable from the cultural bonds that have been created. Organizational culture relates to behavioral norms (Ismail, 2018) and values understood and accepted by all members of the organization, serving as the basis for behavioral rules within the organization. The origin of organizational culture comes from its founders, as the founders of the organization have a significant influence on the initial culture of the organization, both in terms of habits and ideology. Culture binds members of a community into a unified view that creates uniformity in behavior or actions (Qohar & Rosyidi, 2017). Wood and Chapman (Taroreh, 2018:22) state that organizational culture is an understanding of the values and beliefs developed within the organization or its subunits, directing the behavior of organizational members. Based on opinions about organizational culture, it can be concluded that a good culture is created by companies to motivate employees to achieve maximum performance. Organizational culture is important for organizations to observe because it involves the habits that occur within the organizational hierarchy, representing the behavioral norms followed by all members of the organization.

### **Job Satisfaction**

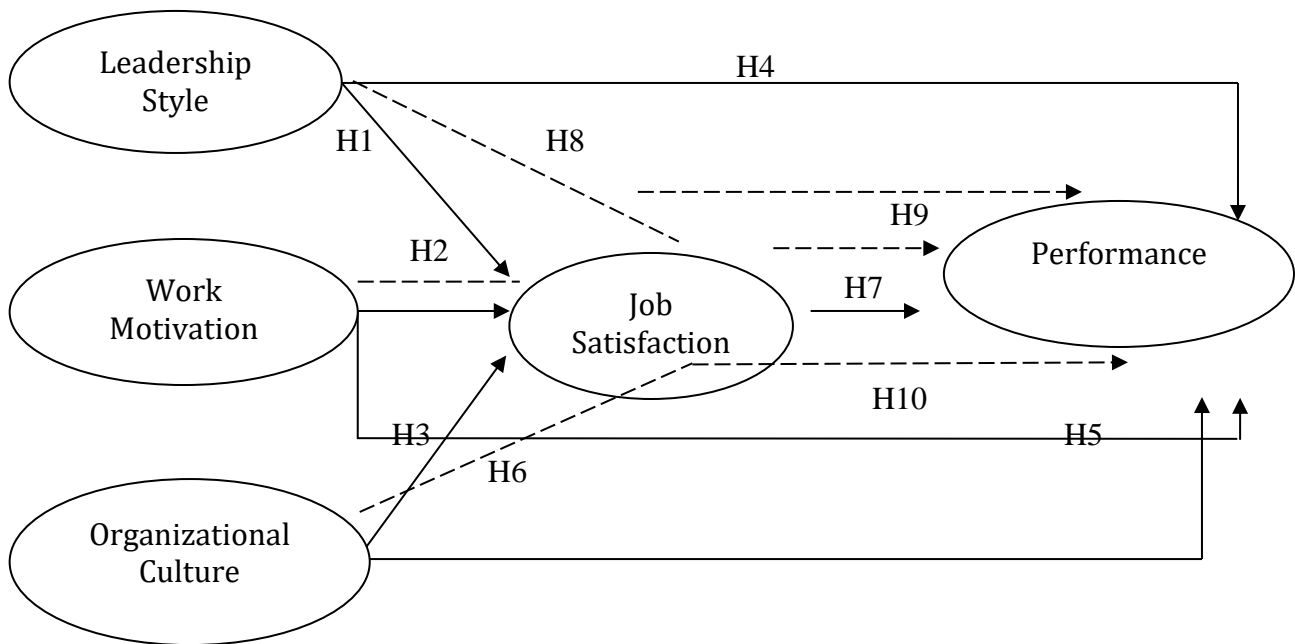
Hamali (2018:201) defines "satisfaction as an affective or emotional response to various aspects of one's job. This definition shows that job satisfaction is not a singular concept. A person can be relatively satisfied with one aspect of their job and dissatisfied with one or more other aspects". Priansa (2016:291) defines job satisfaction as a collection of feelings, beliefs, and thoughts about how someone responds to their work. Robbins and Judge, as cited in Damayanti (2018), define job satisfaction as a positive feeling about a job, which is the result of evaluating various aspects of that

job. Job satisfaction is an emotional state that is either pleasant or unpleasant for employees when they consider their work. According to Afandi (2018: 74), job satisfaction is a positive attitude of employees, including feelings and behaviors towards their work, through the assessment of one's work as an appreciation in achieving important work values. According to Mangkunegara (2016), job satisfaction is the quality and quantity of work achieved by an employee in carrying out their responsibilities.

According to another expert, Sutrisno (2016), job satisfaction is an employee's attitude towards work related to the work situation, cooperation among employees, rewards received in work, and factors related to physical and psychological factors. From the opinions of various experts mentioned above, it can be concluded that job satisfaction is an emotional state that is either pleasant or unpleasant for employees regarding the work they do. Therefore, an organization/company needs to understand and fulfill what its employees need. Job satisfaction is one of the consequences that arise from organizational behavior. Job satisfaction is an important dimension for organizations; without job satisfaction among members of the organization, it will affect personal performance, group performance, and organizational performance. The following definitions provide clarity on the meaning of job satisfaction.

### **Conceptual Framework**

Human resources are one of the key factors that need to be well managed and professional to improve individual and company performance. However, the key to successful management, especially for employees, is leadership. Therefore, organizations need leaders who can act as driving forces for organizational change. The role of leadership is strategic and crucial in an organization as a determinant of success in achieving the mission, vision, and goals of an organization. Challenges in developing a clear organizational strategy primarily lie within the organization and depend on leadership. Leaders must provide insight, foster pride, and instill respect and trust among their subordinates. According to Risma et al. (2022), job motivation is something that creates enthusiasm or work drive. Motivation is essential and must be provided for employees as it will make them more enthusiastic about improving their performance to achieve the company's goals. An individual's motivation is the driving force that manifests behavior to achieve their personal satisfaction goals. Often, people believe that work motivation can be generated by receiving good and fair rewards, but in reality, even with good rewards, the work may not be optimal. Every person surely has a reason why they are willing to do certain types of activities or jobs, why one person works diligently while another is just average. All of these are based on reasons that drive someone to work in such a way, or in other words, there is always motivation. According to Agung et al. (2022), in this context, organizational culture refers to a system shared by members of the organization. Organizational culture can be felt by its members because organizational culture means a mindset, behavior, and guidelines to guide members in fulfilling their obligations within the organization. To create a harmonious organizational culture, cooperation and participation among all members of the organization are required. Based on theoretical studies and empirical results from previous research, the researcher proposes a research model as follows: Performance as a variable will be measured by examining the relationship between Leadership Style (X1), Job Motivation (X2), and Organizational Culture (X3) on Performance (Y) through Job Satisfaction (Z).



**Figure 1. Conceptual Framework**

### **Research Hypotheses**

- H1: Leadership Style has a positive and significant impact on Job Satisfaction at Binjai Kota Community Health Center.*
- H2: Job Motivation has a positive and significant impact on Job Satisfaction at Binjai Kota Community Health Center.*
- H3: Organizational Culture has a positive and significant impact on Job Satisfaction at Binjai Kota Community Health Center.*
- H4: Leadership Style has a positive and significant impact on Performance at Binjai Kota Community Health Center.*
- H5: Job Motivation has a positive and significant impact on Performance at Binjai Kota Community Health Center.*
- H6: Organizational Culture has a positive and significant impact on Performance at Binjai Kota Community Health Center.*
- H7: Job Satisfaction has a positive and significant impact on Performance at Binjai Kota Community Health Center.*
- H8: Leadership Style has a positive and significant impact on Performance with Job Satisfaction as an intervening variable at Binjai Kota Community Health Center.*
- H9: Job Motivation has a positive and significant impact on Performance with Job Satisfaction as an intervening variable at Binjai Kota Community Health Center.*
- H10: Organizational Culture has a positive and significant impact on Performance with Job Satisfaction as an intervening variable at Binjai Kota Community Health Center*

### **3. Methodology**



### **Research Location**

This study was conducted at the Binjai Kota Community Health Center, located at Jalan WR. Mongonsidi No.20, Binjai Kota, Binjai City, North Sumatra.

### **Population of the Study**

The population, according to Sugiyono (2018, p. 117), is the generalization area (a group) consisting of objects or subjects with certain qualities and characteristics set by the researcher for study and subsequent conclusions. The total population in this study comprises all employees at the Binjai Kota Community Health Center, totaling 68 employees.

### **Research Sample**

According to Handayani (2020), the sampling technique, commonly known as sampling, is the process of selecting a number of elements from the population under study to form a sample and understanding various attributes or characteristics of the subjects selected as samples, which will later allow generalization from the population. In this research, the sample size at the Binjai Kota Community Health Center consists of 68 employees.

### **Data Collection Technique**

The sampling method used in this research is saturated sampling. According to Sugiyono (2017:85), saturated sampling refers to the technique of sample selection when all members of the population are used as samples. This is done when the population size is relatively small, less than 100, or when the research aims to make generalizations with very small margins of error.

### **Research Design**

The research design used in this study is quantitative. According to Muh Yani (2022), research using quantitative methods is considered empirical and objective. Quantitative research is a method of discovery, allowing the development of new scientific knowledge through data consisting of numbers and statistical analysis. The nature of the research used in this study is explanatory. According to Sugiyono (2017: 6), explanatory research is a research method that aims to explain the position of variables studied and the influence between one variable and another. The primary reason for using explanatory research is to test the hypotheses proposed, which are expected to explain the relationships and effects between independent and dependent variables mentioned in the hypotheses.

### **Identification and Operational Definition of Variables**

According to Riadi and Muchlisin (2020), variables are quantities that can be changed and can affect events or research outcomes. In relation to this research, the research variables, including independent and dependent variables, are defined as follows:

#### **Independent Variables (Predictors)**

As explained by Rafika (2020), independent variables, often referred to as predictors or explanatory variables, are variables that are considered as potential causes and are expected to have a theoretical impact on other variables. Independent variables usually affect the outcome variable, and their presence is considered the cause that leads to an effect. Independent variables are often denoted by the letter "X." Therefore, when considering their presence, independent variables are typically the first to emerge, followed by other variables in a sequence. In the context of this research, the independent variables include Leadership Style, Work Motivation, and Organizational Culture.

**Dependent Variables (Outcomes)**

According to Rafika (2020), dependent variables are variables that are structurally considered as variables that are affected by changes in other variables. These variables are of primary interest to the researcher and form the core issue for the researcher, eventually becoming the research object. In this research, the dependent variables are Job Satisfaction and Performance.

**Intervening Variables**

According to Rafika (2020), the operational definition of a variable is the limitation and method of measurement for the variable under investigation. The operational definition (OD) of a variable is presented in the form of a matrix, which includes the variable's name, description (OD), measurement tools, measurement results, and the scale used (nominal, ordinal, interval, and ratio). Operational definitions are created to facilitate and maintain consistency in data collection, avoid differences in interpretation, and limit the scope of the variable. The operational definition of variables in this research is as follows:

**Table 1. Operational Definition and Variable Measurement**

| <b>Variable</b>             | <b>Definition</b>  | <b>Indicator</b>  | <b>Scale Measurement</b> |
|-----------------------------|--|---|--------------------------|
| Leadership Style (X1)       | Leadership style is the way a leader influences, directs, motivates, and controls subordinates in a specific manner, so that subordinates can complete tasks effectively and efficiently.  | 1. Decision-making ability<br>2. Motivational skills<br>3. Communication skills<br>4. Responsibility<br>Source : Kartono (2017) | <i>Likert Scale</i>      |
| Work Motivation (X2)        | Motivation is something that influences human behavior, motivation is also referred to as a driver, desire, supporter, or needs that can make someone enthusiastic and motivated to reduce and fulfill their own desires, so that they can act and behave in certain ways that will lead to optimal results.                     | 1. Compensation<br>2. Working Conditions<br>3. Job Performance<br>Source : Afandi (2018)  | <i>Likert Scale</i>      |
| Organizational Culture (X3) | Organizational culture is a good culture created by a company to motivate employees to achieve maximum performance. Organizational culture is important for organizations because it involves the habits that occur in the organizational hierarchy that represent behavioral norms followed by all members of the organization. | 1. Innovation and risk-taking<br>2. People orientation<br>3. Team orientation<br>4. Aggressiveness<br>Source : Robins (2016)    | <i>Likert Scale</i>      |
| Performance (Y)             | Performance is the work achievement or results, both in terms of quality and quantity, achieved by human resources at a certain time in carrying out their job tasks based on the tasks and responsibilities given to them.  | 1. Quality<br>2. Cooperation<br>3. Time utilization at work<br>Source : Kurniawati (2017)                                       | <i>Likert Scale</i>      |
| Job Satisfaction (Z)        | Job satisfaction is the emotional state of pleasure or displeasure that employees feel towards their job.  | 1. Job<br>2. Promotion<br>3. Supervisor   | <i>Likert Scale</i>      |

## Data Analysis Technique

Since this study is quantitative, the activities carried out after data collection involve grouping data by variable and respondent type. Data is then tabulated based on variables from all respondents. This research employs descriptive analysis (Sugiyono, 2017). The data analysis technique used in this research is the Structural Equation Modeling (SEM) method, utilizing SmartPLS 3 software. SEM aims to test the relationship between one or more endogenous variables and one or more exogenous variables. According to Babin et al., 2008, the SEM method has been successful in evaluating latent variable measurements and testing relationships between latent variables. There are two generally known SEM methods: covariance-based SEM (CB-SEM) and partial least squares path modeling (PLS-SEM). CB-SEM aims to estimate structural models based on strong theoretical considerations to test causal relationships between constructs and to measure model fit and confirm it according to empirical data. On the other hand, PLS-SEM aims to test predictive relationships between constructs by examining whether there are relationships or influences between these constructs (Ghozali, 2021). This research employs Partial Least Squares – Structural Equation Modeling (PLS-SEM). Ghozali (2021) recommends using PLS-SEM when research is exploratory or extends existing structural theory, such as TAM in this research context. Model evaluation for PLS SEM, according to Ghozali (2021), is done by assessing both the outer model and the inner model.

## Validity and Reliability Testing of Variable Instruments

### Validity Testing

Validity is assessed using convergent validity, where loading factors of indicators measuring the construct are considered significant if their values are  $> 0.5$ . Additionally, the average variance extracted (AVE) should be greater than 0.5, or the model has sufficient discriminant validity if the AVE score is higher than the correlations.

**Table 2. Validity Test Results for 30 samples**

|     | BO    | K     | KE | KI | M |
|-----|-------|-------|----|----|---|
| BO1 | 0.912 |       |    |    |   |
| BO2 | 0.978 |       |    |    |   |
| BO3 | 0.777 |       |    |    |   |
| BO4 | 0.878 |       |    |    |   |
| BO5 | 0.795 |       |    |    |   |
| BO6 | 0.975 |       |    |    |   |
| BO7 | 0.769 |       |    |    |   |
| BO8 | 0.760 |       |    |    |   |
| K1  |       | 0.780 |    |    |   |
| K2  |       | 0.798 |    |    |   |
| K3  |       | 0.891 |    |    |   |
| K4  |       | 0.969 |    |    |   |
| K5  |       | 0.734 |    |    |   |
| K6  |       | 0.959 |    |    |   |
| K7  |       | 0.806 |    |    |   |
| K8  |       | 0.831 |    |    |   |

|     |       |
|-----|-------|
| KE1 | 0.786 |
| KE2 | 0.816 |
| KE3 | 0.850 |
| KE4 | 0.762 |
| KE5 | 0.726 |
| KE6 | 0.750 |
| KE7 | 0.870 |
| KE8 | 0.822 |
| KI1 | 0.901 |
| KI2 | 0.923 |
| KI3 | 0.853 |
| KI4 | 0.773 |
| KI5 | 0.843 |
| KI6 | 0.798 |
| M1  | 0.919 |
| M2  | 0.958 |
| M3  | 0.864 |
| M4  | 0.900 |
| M5  | 0.940 |
| M6  | 0.852 |

Based on the presentation of the data table above, it is evident that many variables in the research have outer loadings greater than 0.5. There are no indicators in the data showing values below 0.5, indicating that the items are valid.

### Reliability Testing

According to Hardani (2020:393), reliability of a scale is defined as the extent to which a measurement process is free from errors. Reliability is closely associated with accuracy and consistency. A scale is considered reliable if it produces the same results when measurements are repeated under constant conditions. In other words, a reliable scale consistently yields consistent and accurate results, which makes it a trustworthy tool for measurement and research purposes.

The criteria for reliability testing are as follows:

1. If Cronbach's alpha > 0.7, then the instrument is considered reliable.
2. If Cronbach's alpha < 0.7, then the instrument is considered unreliable.

**Table 3. Reliability**

|    | Cronbach's Alpha | rho_A | Composite Reliability | Average Variance Extracted (AVE) |
|----|------------------|-------|-----------------------|----------------------------------|
| BO | 0.948            | 0.963 | 0.957                 | 0.740                            |
| K  | 0.944            | 0.956 | 0.954                 | 0.722                            |
| KE | 0.919            | 0.922 | 0.934                 | 0.639                            |
| KI | 0.922            | 0.929 | 0.940                 | 0.723                            |
| M  | 0.956            | 0.967 | 0.965                 | 0.821                            |

Based on the data table above, it can be observed that the AVE (Average Variance Extracted) values for all variables are above 0.5, indicating that all variables have good discriminant validity. Additionally, the data shows that the Composite Reliability values for all variables are above 0.7,

signifying that all variables are reliable. Furthermore, the Cronbach's Alpha values for all variables are above 0.7, indicating that all variables are also reliable.

### **Evaluation of the Measurement Model (Outer Model)**

The evaluation of the outer model in PLS-SEM is conducted to assess the validity and reliability of the model (Ghozali, 2021). By using valid and reliable instruments in data collection, it is expected that the research results will be valid and reliable (Sugiyono, 2017).

#### **Validity Testing**

Validity testing is used to measure whether the research instruments (statements in the questionnaire) can be used to measure what should be measured (Sugiyono, 2017). The higher the validity values, the more valid a study is. The measures used for validity testing in Smart-PLS 3 software are: Convergent validity is related to the principle that measures of a construct should correlate highly (Ghozali, 2021). Since this research uses reflective indicators, convergent validity in SmartPLS 3.0 can be seen from the loading factor values for each construct indicator. The rule of thumb commonly used, as per Ghozali (2021), is as follows: Loading factor values between 0.60 – 0.70 are considered to sufficiently meet convergent validity. Average Variance Extracted (AVE) > 0.50. Discriminant validity is related to the principle that measures of different constructs should not correlate highly. Discriminant validity with reflective indicators is assessed by looking at the cross-loadings for each variable, which should be >0.70 (Ghozali, 2021).

#### **Reliability Testing**

Reliability testing is conducted to demonstrate the accuracy, consistency, and precision of instruments in measuring constructs (Ghozali, 2021). Measuring reliability in PLS-SEM using SmartPLS 3.0 can be done by examining: Composite reliability is used to measure internal consistency. CR values of 0.60 – 0.70 are still acceptable for exploratory research (Ghozali, 2021). Cronbach's Alpha is used to diagnose the consistency of the entire scale by examining the reliability coefficient. Cronbach's Alpha values >0.60 are still acceptable for exploratory research.

#### **Multicollinearity Test**

The purpose of this test is to determine whether there is correlation between independent variables in a regression model, which is used to detect the presence or absence of multicollinearity in the study (Yusuf, 2018). If independent variables are correlated with each other, they are not orthogonal, meaning that independent variables have non-zero correlation values. The criteria for the multicollinearity test are met when VIF (Variance Inflation Factor) values are < 3.

### **Structural Model Evaluation (Inner Model)**

The evaluation of the structural model in PLS-SEM aims to assess the predictive power of the structural model (Ghozali, 2021). Metrics used to evaluate the inner model include the following:

#### **1) Path Coefficient Testing**

Path coefficient evaluation is used to show how strong the effect or influence of independent variables is on dependent variables. Meanwhile, the coefficient determination (R-square) is used to measure how many dependent variables are explained by other variables. Chin stated that an R-square result of 0.67 or higher for latent dependent variables in the structural model indicates a good influence of independent variables (those that influence) on dependent variables (those that are influenced).

#### **2) Goodness of Fit**

The assessment of goodness of fit is determined by the Q-square value. The Q-square value has the same meaning as the coefficient determination (R-square) in regression analysis. The correlation coefficient is the level of the relationship between independent and dependent variables, which ranges

from 0 to 1. The coefficient of determination values between  $0 < R^2 < 1$ . When the coefficient of determination ( $R^2$ ) approaches 1, the regression model is considered better because the independent variables used in this study can explain the dependent variable (Sari & Santika, 2017).

**3) Hypothesis Testing**

Hypothesis testing in this research is performed by examining t-statistics and P-values. The t-test aims to determine the partial influence of independent variables on dependent variables. Significance testing is conducted to determine the influence between variables (exogenous to endogenous). Significance testing is done using bootstrapping procedures in SmartPLS 3.0 software. The bootstrap procedure uses the entire original sample for resampling. (Ghozali, 2021) suggests that the number of bootstrap samples between 200-1000 is sufficient to correct the standard error estimate in PLS. The rule of thumb for two-tailed significance values is as follows: T-value 1.65 (significance level = 10%), 1.96 (significance level = 5%), and 2.58 (significance level = 1%). Multiple Linear Regression Equation, According to Sidanti (2015), multiple linear regression is a statistical analysis used to analyze multiple regression data. To analyze the data in this study, the Smart PLS computer application is used. To determine the influence of independent variables on the dependent variable, the following formulas are used:

$$Z_1 = \alpha + \beta_1 \cdot X_1 + \beta_2 \cdot X_2 + \beta_3 \cdot X_3 + e$$

$$Y = \alpha + \beta_1 \cdot X_1 + \beta_2 \cdot X_2 + \beta_3 \cdot X_3 + \beta \cdot Z + e$$

Information:

- Y = Performance
- $\alpha$  = Constant
- $\beta_3$  = Regression Coefficient
- $X_1$  = Leadership Style
- $X_2$  = Work Motivation
- Z = Job Satisfaction
- e = Error

In this study, there are direct effects, indirect effects, and total effects because there are independent variables, dependent variables, and intervening variables. In the Smart PLS 3.0 program, the results of hypothesis testing can be generated and observed through the Path Coefficient technique with Bootstrapping.

**4. Result and Discussion**

**Table 4. Characteristics Based on Respondents' Age**

|                      | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------|-----------|---------|---------------|--------------------|
| Valid < 20 Years Old | 13        | 19.1    | 19.1          | 19.1               |
| 20 - 30 Years Old    | 14        | 20.6    | 20.6          | 39.7               |
| 30 - 40 Years Old    | 31        | 45.6    | 45.6          | 85.3               |
| > 40 Years Old       | 10        | 14.7    | 14.7          | 100.0              |
| Total                | 68        | 100.0   | 100.0         |                    |

In this study, there were a total of 68 employees as respondents. From the questionnaire data collection, it can be observed that the dominant age range among the respondents is 30-40 years, with 31 employees or 45.6%. Respondents aged over 40 years are fewer, with 10 employees or 14.7%.

**Table 5. Characteristics Based on Respondents' Gender**

|       |        | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|--------|-----------|---------|---------------|--------------------|
| Valid | Male   | 21        | 30.9    | 30.9          | 30.9               |
|       | Female | 47        | 69.1    | 69.1          | 100.0              |
|       | Total  | 68        | 100.0   | 100.0         |                    |

In this study, there were a total of 68 employees as respondents. From the questionnaire data collection, it is evident that the majority of respondents are female, accounting for 47 employees or 69.1%. The remaining respondents are male, totaling 21 employees or 30.9%.

**Table 6. Characteristics Based on Respondents' Education**

|       |            | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|------------|-----------|---------|---------------|--------------------|
| Valid | Masters    | 4         | 5.9     | 5.9           | 5.9                |
|       | Bachelor   | 56        | 82.4    | 82.4          | 88.2               |
|       | Highschool | 8         | 11.8    | 11.8          | 100.0              |
|       | Total      | 68        | 100.0   | 100.0         |                    |

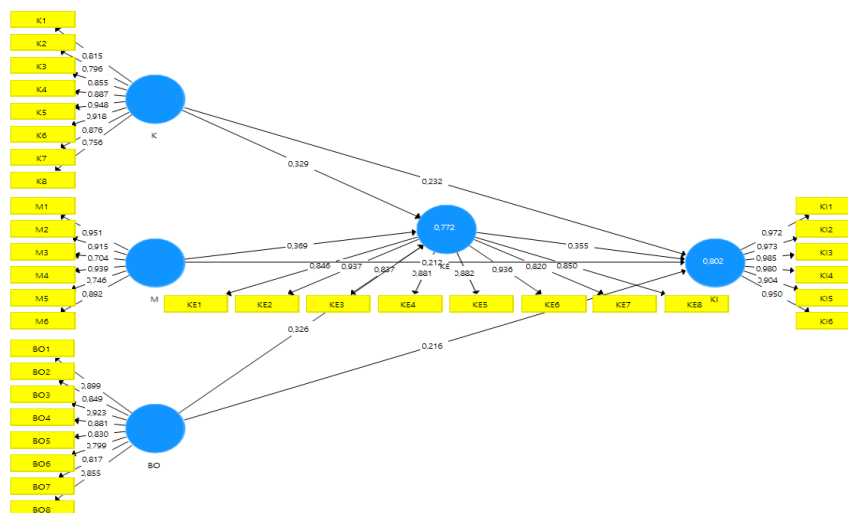
From the questionnaire data collection, it can be observed that the dominant education level is bachelor's degree (S1), with 56 employees or 82.4%. The education level with the fewest respondents is master's degree (S2), with 4 employees or 5.9%.

**Table 7. Characteristics Based on Length of Employment**

|       |           | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------|-----------|---------|---------------|--------------------|
| Valid | <1 Year   | 8         | 11.8    | 11.8          | 11.8               |
|       | 1-3 Years | 19        | 27.9    | 27.9          | 39.7               |
|       | 3-5 Years | 16        | 23.5    | 23.5          | 63.2               |
|       | > 5 Years | 25        | 36.8    | 36.8          | 100.0              |
|       | Total     | 68        | 100.0   | 100.0         |                    |

From the questionnaire data collection, it is evident that the dominant length of employment is more than 5 years, with 25 employees or 36.8%. On the other hand, the shortest length of employment is less than 1 year, with 8 employees or 11.8%.

**Measurement Model (Outer Model)**



**Figure 2. Outer Model**

Based on Figure 1, the results of the convergent validity test for the loading factors in each construct are as follows, Leadership [K1 = 0,815 ; K2 = 0,796 ; K3 = 0,855 ; K4 = 0,887 ; K5 = 0,948 ; K6 = 0,918 ; K7 = 0,876 ; K8 = 0,756 ] , Work Motivation [ M1 = 0,951 ; M2 = 0,915 ; M3 = 0,704 ; M4 = 0,939 ; M5 = 0,746 ; M6 = 0,892 ] , Organizational Culture [ BO1 = 0,899 ; BO2 = 0,849 ; BO3 = 0,923 ; BO4 = 0,881 ; BO5 = 0,830 ; BO6 = 0,817 ; BO7 = 0,855 ; BO8 = 0,855 ] ,

BO3 = 0,923 ; BO4 =0,881 ; BO5 = 0,830 ; BO6 = 0,799 ; BO7 = 0,817 ; BO8 = 0,855 ] , Job Satisfaction [ KE1 = 0,846 ; KE2 = 0,937 ; KE3 = 0,837 ; KE4 = 0,881 ; KE5 = 0,882 ; KE6 = 0,936 ; KE7 = 0,820 ; KE8 = 0,850 ], Performance [ KI1 = 0,927 ; KI2 = 0,973 ; KI3 = 0,985 ; KI4 = 980 ; KI5 = 0,904 ; KI6 = 0,950] It can be seen that each research variable has loading factors greater than 0.5. There are no indicators with values below 0.5, indicating that the items are valid.

**Table 8. Discriminant Validity, Composite Reliability, Cronbach’s Alpha**

|    | Cronbach's Alpha | rho_A | Composite Reliability | Average Variance Extracted (AVE) |
|----|------------------|-------|-----------------------|----------------------------------|
| BO | 0.949            | 0.956 | 0.957                 | 0.735                            |
| K  | 0.948            | 0.951 | 0.957                 | 0.737                            |
| KE | 0.956            | 0.957 | 0.963                 | 0.765                            |
| KI | 0.983            | 0.983 | 0.986                 | 0.924                            |
| M  | 0.928            | 0.932 | 0.946                 | 0.746                            |

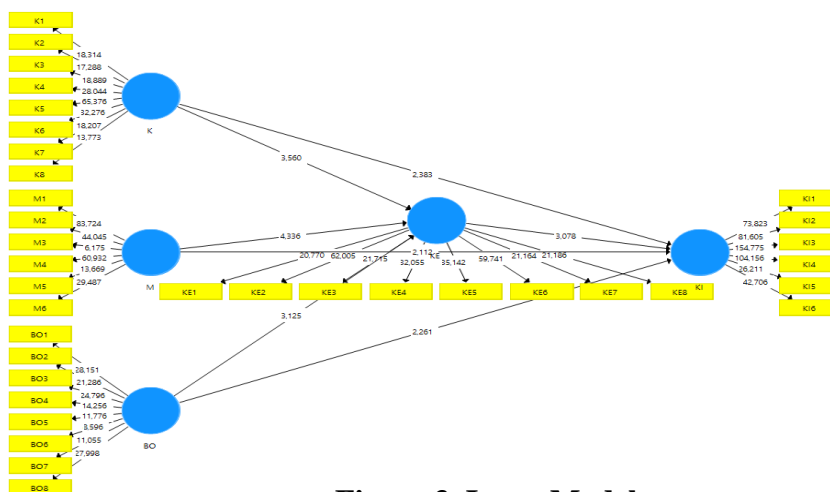
Based on the data table above, it can be observed that the values of Average Variance Extracted (AVE) for all variables are above 0.5, indicating good discriminant validity for all variables. The Composite Reliability (CR) values for all variables are also above 0.7, indicating that all variables are reliable. Additionally, the Cronbach's Alpha values for all variables are above 0.7, further confirming the reliability of all variables.

**Table 9. Multicollinearity Test**

|    | BO | K | KE    | KI    | M |
|----|----|---|-------|-------|---|
| BO |    |   |       |       |   |
| K  |    |   | 2.383 | 2.850 |   |
| KE |    |   | 2.072 | 2.546 |   |
| KI |    |   |       | 4.386 |   |
| M  |    |   | 1.597 | 2.194 |   |

Based on the data above, it is evident that the Variance Inflation Factor (VIF) values for each variable are less than 5, indicating that the model is free from multicollinearity.

**Structural Model (Inner Model)**



**Figure 3. Inner Model Table 10. R Square Value**

|    | R Square | R Square Adjusted |
|----|----------|-------------------|
| KE | 0.772    | 0.761             |



|    |       |       |
|----|-------|-------|
| KI | 0.802 | 0.789 |
|----|-------|-------|

Based on the analysis, the R Square values for each construct are as follows, Job Satisfaction has an R Square value of 0.772, with an Adjusted R Square of 0.761, meaning 76.1%. This indicates that Leadership Style, Work Motivation, and Organizational Culture collectively contribute to explaining Job Satisfaction. Performance has an R Square value of 0.802, with an Adjusted R Square of 0.789, meaning 78.9%. This indicates that Leadership Style, Work Motivation, and Organizational Culture collectively contribute to explaining Performance.

**Table 11. Direct Effect Path Analysis (Hypothesis Testing)**

|             | Original Sample<br>(O) | Sample Mean<br>(M) | Standard Deviation<br>(STDEV) | T Statistics<br>(O/STDEV) | P<br>Values |
|-------------|------------------------|--------------------|-------------------------------|---------------------------|-------------|
| BO -><br>KE | 0.326                  | 0.328              | 0.104                         | 3.125                     | 0.002       |
| BO -> KI    | 0.216                  | 0.227              | 0.095                         | 2.261                     | 0.024       |
| K -> KE     | 0.329                  | 0.322              | 0.092                         | 3.560                     | 0.000       |
| K -> KI     | 0.232                  | 0.230              | 0.097                         | 2.383                     | 0.018       |
| KE -> KI    | 0.355                  | 0.343              | 0.115                         | 3.078                     | 0.002       |
| M -> KE     | 0.369                  | 0.373              | 0.085                         | 4.336                     | 0.000       |
| M -> KI     | 0.212                  | 0.216              | 0.101                         | 2.112                     | 0.035       |

The results above indicate that the relationship between K (Leadership Style) and KE (Job Satisfaction) is significant at 0.000 ( $< 0.05$ ), with a T-statistic of 3.560 ( $> 1.96$ ). The Original Sample Value is positive at 0.329, indicating a positive direction in the relationship between K (Leadership Style) and KE (Job Satisfaction). Therefore, Hypothesis H1, which states that "Leadership Style affects Job Satisfaction," is accepted. Similarly, the relationship between M (Work Motivation) and KE (Job Satisfaction) is significant at 0.000 ( $< 0.05$ ), with a T-statistic of 4.336 ( $> 1.96$ ). The Original Sample Value is positive at 0.369, indicating a positive direction in the relationship between M (Work Motivation) and KE (Job Satisfaction). Therefore, Hypothesis H2, which states that "Work Motivation affects Job Satisfaction," is accepted.

Furthermore, the results show that the relationship between BO (Organizational Culture) and KE (Job Satisfaction) is significant at 0.002 ( $< 0.05$ ), with a T-statistic of 3.125 ( $> 1.96$ ). The Original Sample Value is positive at 0.326, indicating a positive direction in the relationship between BO (Organizational Culture) and KE (Job Satisfaction). Therefore, Hypothesis H3, which states that "Organizational Culture affects Job Satisfaction," is accepted. Additionally, the relationship between K (Leadership Style) and KI (Performance) is significant at 0.018 ( $< 0.05$ ), with a T-statistic of 2.383 ( $> 1.96$ ). The Original Sample Value is positive at 0.232, indicating a positive direction in the relationship between K (Leadership Style) and KI (Performance). Therefore, Hypothesis H4, which states that "Leadership Style affects Performance," is accepted.

Moreover, the results indicate that the relationship between M (Work Motivation) and KI (Performance) is significant at 0.035 ( $< 0.05$ ), with a T-statistic of 2.112 ( $> 1.96$ ). The Original Sample Value is positive at 0.212, indicating a positive direction in the relationship between M (Work Motivation) and KI (Performance). Therefore, Hypothesis H5, which states that "Work Motivation affects Performance," is accepted. Similarly, the relationship between BO (Organizational Culture) and KI (Performance) is significant at 0.024 ( $< 0.05$ ), with a T-statistic of 2.261 ( $> 1.96$ ). The Original Sample Value is positive at 0.216, indicating a positive direction in the relationship between BO (Organizational Culture) and KI (Performance). Therefore, Hypothesis H6, which states that "Organizational Culture affects Performance," is accepted.

Furthermore, the results show that the relationship between KE (Job Satisfaction) and KI (Performance) is significant at 0.002 ( $< 0.05$ ), with a T-statistic of 3.078 ( $> 1.96$ ). The Original Sample

Value is positive at 0.355, indicating a positive direction in the relationship between KE (Job Satisfaction) and KI (Performance). Therefore, Hypothesis H7, which states that "Job Satisfaction affects Performance," is accepted. Based on the Original Sample Values, it is found that the variable with the highest influence on Job Satisfaction (KE) is Work Motivation (M) with a value of 0.369. This indicates that Work Motivation has a greater influence on Job Satisfaction compared to the influence of Leadership Style on Job Satisfaction (0.329) and Organizational Culture on Job Satisfaction (0.326). Furthermore, among the variables directly affecting performance, Job Satisfaction has the highest influence since it has the highest Original Sample Value of 0.355 compared to other variables. Therefore, Job Satisfaction has a greater influence on Performance.

**Table 12. Mediation Analysis/Indirect Effect**

|                   | Original Sample<br>(O) | Sample Mean<br>(M) | Standard Deviation<br>(STDEV) | T Statistics<br>( O/STDEV ) | P<br>Values |
|-------------------|------------------------|--------------------|-------------------------------|-----------------------------|-------------|
| BO -> KE -><br>KI | 0.116                  | 0.114              | 0.056                         | 2.088                       | 0.037       |
| K -> KE -> KI     | 0.117                  | 0.109              | 0.047                         | 2.489                       | 0.013       |
| M -> KE -><br>KI  | 0.131                  | 0.128              | 0.054                         | 2.439                       | 0.015       |

The results above show that the relationship between K (Leadership Style) through KE (Job Satisfaction) to KI (Performance) is significant at 0.013 ( $< 0.05$ ), with a T-statistic of 2.489 ( $> 1.96$ ). The Original Sample Value is positive at 0.117, indicating a positive direction in the relationship between K (Leadership Style) through KE (Job Satisfaction) to KI (Performance). Therefore, Hypothesis H8, which states that "Leadership Style through Job Satisfaction affects Performance," is accepted.

Similarly, the relationship between M (Work Motivation) through KE (Job Satisfaction) to KI (Performance) is significant at 0.015 ( $< 0.05$ ), with a T-statistic of 2.439 ( $> 1.96$ ). The Original Sample Value is positive at 0.131, indicating a positive direction in the relationship between M (Work Motivation) through KE (Job Satisfaction) to KI (Performance). Therefore, Hypothesis H9, which states that "Work Motivation through Job Satisfaction affects Performance," is accepted.

Furthermore, the results show that the relationship between BO (Organizational Culture) through KE (Job Satisfaction) to KI (Performance) is significant at 0.037 ( $< 0.05$ ), with a T-statistic of 2.088 ( $> 1.96$ ). The Original Sample Value is positive at 0.116, indicating a positive direction in the relationship between BO (Organizational Culture) through KE (Job Satisfaction) to KI (Performance). Therefore, Hypothesis H10, which states that "Organizational Culture through Job Satisfaction affects Performance," is accepted.

## **Discussion**

### *Effect of Leadership Style on Job Satisfaction in Binjai Kota Community Health Centers*

The research results found that Leadership Style has a positive and significant effect on Job Satisfaction in the Binjai Kota Community Health Centers. This means that Leadership Style plays an important role in Job Satisfaction. If Leadership Style is practiced well, Job Satisfaction will be achieved as expected. A leader is one or more individuals who have the ability to organize and influence their group to work together towards desired goals. The Leadership Style in the Binjai Kota Community Health Centers can be considered inadequate and ineffective, as leaders seem indifferent to the organizational situation, resulting in the organization sometimes becoming disorganized due to the infrequency of leaders providing specific guidance to their employees. These findings are in line with the research by Silahul Mukmin and Indra Prasetyo (2021), which states that Leadership Style has a positive and significant effect on Performance. An organization requires effective leaders who can influence and guide their subordinates towards achieving organizational goals. According to

Harahap (2017:2), leadership is one of the driving forces of an organization to influence and motivate employees, which brings consistency that every leader has an obligation to pay serious attention to nurturing and directing all employee potentials in their environment to achieve volume, satisfaction, and directed workload towards goals.

*Effect of Work Motivation on Job Satisfaction in Binjai Kota Community Health Centers*

The research results found that Work Motivation has a positive and significant effect on Job Satisfaction in the Binjai Kota Community Health Centers. This means that Work Motivation plays an important role in Job Satisfaction. The higher the motivation provided, the higher the employee job satisfaction. This illustrates motivation as a driving force that makes individuals have a desire to do their best in what they do. The motivation received by employees in the Binjai Kota Community Health Centers is still relatively low because the Head of the Community Health Centers never rewards members who have improved performance scores, and never provides guidance to members with declining performance scores. This condition also reflects the leader's lack of ability to motivate employees in their work, causing employees to be dissatisfied with their work. These findings are in line with the research by Yoggie Ragis Syahputra and Edi Sugiono (2022), which states that Work Motivation has a positive and significant effect on Job Satisfaction. According to Ningrum et al. (2020), motivation is a driving force that creates work enthusiasm in an employee, making them willing to work effectively and integrate all their efforts to create satisfaction.

*Effect of Organizational Culture on Job Satisfaction in Binjai Kota Community Health Centers*

The research results obtained show that Organizational Culture has a positive and significant effect on Job Satisfaction in Binjai Kota Community Health Centers. This means that Organizational Culture plays an important role in Job Satisfaction. The stronger the Organizational Culture, the higher the Job Satisfaction. The implementation of Organizational Culture is certainly not intended to make employees' work more difficult, but to clarify and direct employees on how to achieve the organization's goals. The application of Organizational Culture in Binjai Kota Community Health Centers is still relatively inefficient because many subordinates are not present during working hours, citing having breakfast outside the Community Health Centers. Additionally, some employees leave work early before their scheduled time, many employees do not show up for work, arrive late, and leave earlier than the designated time. The work performed does not meet the predetermined targets, and the educational background of employees with academic degrees does not align with the job they are currently performing. These findings are in line with the research by Baskoro and Rega Eidya (2022), which states that Organizational Culture has a positive and significant effect on Job Satisfaction. According to Siska et al. (2021), it is assumed that Organizational Culture influences Job Satisfaction, requiring empirical investigation to identify various types of Organizational Culture and determine to what extent the Job Satisfaction of employees is associated with the dominant type of Organizational Culture in the company. Therefore, it is necessary to identify this Organizational Culture.

*The Influence of Leadership Style on Performance in Binjai Kota Community Health Center*

The results of the study show that Leadership Style has a positive and significant influence on Performance in Binjai Kota Community Health Center. This means that Leadership Style plays a crucial role in Performance. If Leadership Style is effective, Performance will be on target to achieve organizational goals. Leadership Style is one of the essential factors in providing guidance to employees, especially in today's open environment. Therefore, what is needed is a leader who can empower their employees. The Leadership Style in Binjai Kota Community Health Center is considered ineffective because the Head of Community Health Center is rarely present, which means that the leader of Community Health Center lacks the ability to control subordinates. Consequently, employee performance declines. This aligns with the research conducted by Dedi Gunawan Saputra,

Yunus Handoko, and Widi Dewi Ruspitasari (2021), which indicates that Leadership Style has a positive and significant impact on Performance. According to Noldison (2020), the right Leadership Style also plays a crucial role in motivating employees to perform better. In the world of work, individuals can excel when they receive positive influence and guidance from a leader.

*The Influence of Work Motivation on Performance in Binjai Kota Community Health Center*

The research results indicate that Work Motivation has a positive and significant impact on Performance in Binjai Kota Community Health Center. This means that Work Motivation plays a crucial role in Performance. Employee performance will improve when there is motivation. With work motivation, it becomes easier to achieve good performance, and this is expected in any organization. However, Work Motivation in Binjai Kota Community Health Center is still low because the head of the Community Health Center does not provide praise, opportunities for career advancement, and bonuses to its members. Moreover, the tasks and responsibilities assigned sometimes do not align with the employees' abilities and education. This aligns with the research conducted by Rafika Rachmaniah (2022), which states that Work Motivation has a positive and significant impact on Performance. According to Rangga (2020), achieving maximum performance requires a drive to stimulate willingness and enthusiasm for work, which is achieved through motivation. Motivation functions to stimulate employee capabilities, leading to maximum performance results.

*The Influence of Organizational Culture on Performance in Binjai Kota Community Health Center*

The research results show that Organizational Culture has a positive and significant influence on Performance in Binjai Kota Community Health Center. This means that Organizational Culture plays a crucial role in Performance. Organizational Culture can be considered the distinguishing identity of one organization from another, based on its unique characteristics. Organizational Culture comprises the fundamental values of an organization, including beliefs, norms, and the way people within the organization learn, which act as a binding force and distinctive feature that sets it apart from other organizations. However, the Organizational Culture at Binjai Kota Community Health Center is relatively weak, as evidenced by the fact that the established organizational culture is not effectively implemented. Reports prepared by staff do not adhere to procedures, and a decline in employee performance is also evident from delayed report submissions and unsatisfactory performance assessments. This aligns with the research conducted by Sari (2019), which states that Organizational Culture has a positive and significant impact on Performance. According to Alfitri et al. (2017), a strong Organizational Culture supports the development of employee performance toward achieving common goals, ultimately shaping employee behavior in line with the organization's desired outcomes.

*The Influence of Job Satisfaction on Performance at Binjai Kota Community Health Center*

The research results indicate that Job Satisfaction has a positive and significant influence on Performance at Binjai Kota Community Health Center. This means that Job Satisfaction plays a crucial role in Performance. Job satisfaction is one of the vital aspects in the world of work and has a significant impact on measuring the performance of employees or workers. Job satisfaction can be measured by various factors, including the nature of the job, salary, and promotional opportunities. Job Satisfaction at Binjai Kota Community Health Center is considered very low due to the ineffectiveness of leadership styles, low work motivation, and the weak implementation of organizational culture within the organization. This aligns with the research conducted by Jufrizen et al. (2021), which states that Job Satisfaction has a positive and significant impact on Performance. According to Iwan (2018), employee performance is considered good when job satisfaction experienced by employees is also high. In other words, good employee performance can be influenced by job satisfaction. Therefore, job satisfaction within a company is crucial for boosting employee performance.

*Job Satisfaction can mediate the relationship between Leadership Style and Performance at Binjai Kota Community Health Center*

The research results indicate that Job Satisfaction can mediate the influence of Leadership Style on Performance at Binjai Kota Community Health Center. With an effective Leadership Style, Job Satisfaction increases, ultimately leading to improved employee performance. This finding is consistent with a study by Edy et al. (2022), which states that Job Satisfaction can mediate the influence of Leadership Style on employee Performance. It is known that the significance value is 0.013 ( $< 0.5$ ) with a T-statistic of 2.489 ( $> 1.96$ ). The Original Sample Value is positive at 0.117, indicating that the direction of the relationship between Leadership Style through Job Satisfaction on Performance is positively and significantly influenced.

*Job Satisfaction can mediate the relationship between Work Motivation and Performance at Binjai Kota Community Health Center*

The research results indicate that Job Satisfaction can mediate the influence of Work Motivation on Performance at Binjai Kota Community Health Center. With high Work Motivation, Job Satisfaction increases, ultimately leading to improved employee performance. This finding is consistent with a study by Sukidi and Farid (2016), which states that Job Satisfaction can mediate the influence of Work Motivation on employee Performance. It is known that the significance value is 0.015 ( $< 0.5$ ) with a T-statistic of 2.439 ( $> 1.96$ ). The Original Sample Value is positive at 0.131, indicating that the direction of the relationship between Work Motivation through Job Satisfaction on Performance is positively and significantly influenced.

*Job Satisfaction can mediate the relationship between Organizational Culture and Performance at Binjai Kota Community Health Center*

The research results indicate that Job Satisfaction can mediate the influence of Organizational Culture on Performance at Binjai Kota Community Health Center. With a strong Organizational Culture, Job Satisfaction increases, ultimately leading to improved employee performance. This finding is consistent with a study by Nurhasanah et al. (2022), which states that Job Satisfaction can mediate the influence of Organizational Culture on employee Performance. It is known that the significance value is 0.037 ( $< 0.5$ ) with a T-statistic of 2.088 ( $> 1.96$ ). The Original Sample Value is positive at 0.116, indicating that the direction of the relationship between Organizational Culture through Job Satisfaction on Performance is positively and significantly influenced.

## **5. Conclusions**

This research aims to test the influence of leadership style, work motivation, and organizational culture on performance with job satisfaction as an intervening variable at Binjai Kota Community Health Center. The respondents in this study numbered 68 individuals. Based on the data collected through questionnaires and the results of tests conducted on the issues using SmartPLS 3.0, it can be concluded that there is a direct, positive, and significant influence of leadership style on job satisfaction at Binjai Kota Community Health Center. There is also a direct, positive, and significant influence of work motivation on job satisfaction at Binjai Kota Community Health Center. There is a direct influence of organizational culture on job satisfaction at Binjai Kota Community Health Center. Furthermore, there is a direct, positive, and significant influence of leadership style on performance at Binjai Kota Community Health Center. There is also a direct, positive, and significant influence of work motivation on performance at Binjai Kota Community Health Center. Additionally, there is a direct, positive, and significant influence of organizational culture on performance at Binjai Kota Community Health Center. Moreover, there is a direct, positive, and significant influence of job

satisfaction on performance at Binjai Kota Community Health Center. Furthermore, there is a positive and significant indirect influence of leadership style on performance through job satisfaction as an intervening variable at Binjai Kota Community Health Center. Similarly, there is a positive and significant indirect influence of work motivation on performance through job satisfaction as an intervening variable at Binjai Kota Community Health Center. Lastly, there is a positive and significant indirect influence of organizational culture on performance through job satisfaction as an intervening variable at Binjai Kota Community Health Center.

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